



**Certified Public Manager Program Project**

***South Carolina Highway Patrol Employment Page Web Site Development***

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**South Carolina Highway Patrol**

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## **Introduction**

My project – *South Carolina Highway Patrol Employment Page Web-Site Development* , will focus on improvements to the SCHP web-site to better inform prospective applicants about the extensive application and selection process to become a uniformed trooper with the South Carolina Highway Patrol. The applicants need to be fully informed about the process before they submit a state application. In September 2007 South Carolina state government launched a new e-recruitment system through the [www.jobs.sc.gov](http://www.jobs.sc.gov) website. With this change to the application process the South Carolina Highway Patrol noticed an 81% increase in the number of applications received during the first three months the [www.jobs.sc.gov](http://www.jobs.sc.gov) website was implemented. (See Appendix A Table 1). During a seven month data collection period from February – August, 2009; 1381 of the 1414 (97.6%) of state applications received came through the [scjobs.gov](http://scjobs.gov) site.

Clearly, the highway patrol's existing application procedures were not structured to handle this large volume of applicants. Prior to the on- line application process, applicants were required to submit a state application, a commissioned officers supplement and an addendum sheet. The requirement to submit three parts of the application each with a separate link on the SCHP website resulted in approximately 30% of all applications being submitted without all of the required attachments (driver's record, birth certificate, copies of diplomas and transcripts). Applicants who submitted an incomplete packet were mailed a letter telling them what part of the application was incomplete. The personnel needed to perform the administrative duties would have to be increased to handle to large volume of applications. In addition to an increase in the number of administrative personnel, there would be a substantial increase in office supplies and cost of postage to process the high percentage of incomplete applications.

### **SCHP Employment Process Changes**

In an effort to process the increased number of applications several changes were made to the application process in 2008. The most notable change was to begin the employment process with only a South Carolina State Government Application that could be submitted on-line via the jobs.sc.gov web site. Applications are reviewed by the SCHP employment officer to ensure that minimum age and education requirements are met. The applicant's qualifications are evaluated and the applicant may be excluded from the employment process for any of the following reasons:

Incomplete Application

Poor Written Communication Skills

Past Criminal Activity/ Convictions

Employment History – Unstable- Termination(s)

Salary Expectations – Above Hiring range

During a sampling period of February – August, 2009; 438 of 1414 (30.97%) of applications received were eliminated from the employment process during the initial review of the application. The remaining 976 applicants were sent an information packet (See Appendix B) that provided detailed information about the pay, qualifications and automatic disqualifiers. The applicants were required to sign a letter of intent (See Appendix C) stating that they read and understand all the qualifications and wanted to continue with the employment process. Of the 976 applicants who received a letter of intent, 53.9% or 527 applicants returned the letter of intent to continue the employment process.

### Regional Recruiter Program

In June 2008, the Highway Patrol instituted a regional recruiter program with the goal to provide applicants with an enforcement trooper from their region that would serve as a local point of contact for applicants during the employment and selection process. The state was divided into five regions and two recruiters from each region serve as part time recruiters in support of the SCHP Employment Section. The regional recruiters were given an initial three-day training class on all aspects of the employment and selection process. The recruiters have continued to receive training in human resources practices to include Equal Employment Opportunity (EEO) and Americans with Disabilities (ADA) regulations.

After the letter of intent has been returned, applicants are sent an e-mail that includes a supplemental application and addendum. Along with the supplemental application, the applicant receives a letter that requires them to contact their assigned regional recruiter to turn in the supplemental application. (See Appendix D) The regional recruiters meet with the applicant to review the application and to ensure that all required attachments are included along with the application. The problem experienced before with the 30% incompleteness rate for applications submitted has been eliminated. The recruiters forward all complete packets to the SCHP employment section and require applicants to correct any mistakes or omissions before submitting the packet. The recruiters have also been able to answer applicant's questions about the employment process, training and working conditions for troopers. A survey of the trainees in the most recently hired SCHP Basic Class 88 indicated that the applicants benefited from the meeting an interaction with their assigned recruiter. The recruiters also assist the employment section at the monthly applicant fitness testing and training orientation. The regional recruiters serve as mentors and a point of contact during the extended time period between the initial testing and the selection review board.

After receiving the supplemental application and the letter to contact their assigned regional recruiter, only the 205 of the 527 (38.8%) applicants followed up and completed a supplemental application. In the sample group only 204 of the original 1414 (14.4%) persons who submitted a state application actually made it to the point of completing supplemental application. This large gap indicates that applicants are not aware of all requirements when they apply and that the best method to address this issue would be to provide detailed information on the web site to inform applicants before they submit the state application.

### **Steps Taken to Improve Application Process**

#### **Agency Specific Supplemental Questions**

The nature of law enforcement positions requires applicants undergo extensive background checks to ensure compliance with state law and South Carolina Criminal Justice Academy admissions policies. The sc.jobs.gov website allows agencies add supplemental questions to the state application to gauge an applicant's qualifications and willingness to complete the selection and training requirements. Many of the applicants who applied through the sc.jobs.gov website were unaware of the extensive testing and selection process and others did not understand the paramilitary structure during training, the requirement to live at the academy on Sunday thru Friday during the nineteen week training program or the rigorous physical fitness requirements. To address these issues, four additional supplemental questions were added to the Trooper job posting in November 2008. (See Appendix E) The applicants are required to answer each question and all questions require a "yes" answer. Applicants who are not willing to participate in the training, physical exercise, live at the academy and submit to a polygraph and background check are eliminated from the employment process at the first phase.

## Survey of New Hires – SCHP Basic 88

The ten regional recruiters developed a list of categories or topics that applicants had questions about when they met to review the supplemental application packets. Using the five categories developed by the recruiters, the most recent hires were asked to complete a survey and rank the importance of each topic. The new hires were told to rank the topics in order of importance, with one being the most important and five the least important.

### 39 – Applicants surveyed

#### Scoring Methodology

1= 5 points, 2 = 4 points, 3 = 3 points, 4 = 2 points, 5= 1 point

#### Survey Results

Explanation of steps in the employment process -133 points

Detailed description of job duties- 132 points

Pay Scale- 114 points

Information on training – 113 points

Work Schedule -98 points

## Web Site Development

It should be noted that many of the applicants were not aware of basic details about the employment and selection process until they received the information packet that was sent to them with a letter of intent after the applicant passed an initial review of their state application. In order to address this issue, all the information that is contained in the mail out packet was added to the SCHP Employment website beginning in November 2009. The applicants are prompted to read the entire four

page information packet prior to submitting the on-line state application. In addition to the information packet, the regional recruiters developed a list of frequently asked questions from applicants that they contacted and these questions were answered and added to the web site. (See Appendix F) By adding the information packet to the SCHP employment web site, the requirement to have the applicants read the information packet and sign a letter of intent has been discontinued. All applicants who pass the initial, review of the state application are being sent the supplemental application to complete and are given instructions to contact their assigned recruiter upon completion of the packet. The applicants meet with their recruiter to ensure all paperwork is complete and the recruiter is able to answer any questions related to selection and training process. During the meeting, the regional recruiters complete an assessment of the applicant's suitability for employment and note any issues or concerns they have about the applicant.

#### Explanation of Employment Process

The number one issue identified by applicants in the survey was the need for a more clear explanation of steps in the employment process. Applicants lack understanding of how long the testing and selection process takes and as a result they will apply and think that they will be hired within the next 30 days. For example, applicants will hear that a patrol class is starting in January and will call in December hoping to be selected for the class. To address this issue, an employment schedule with open application dates for specific class was established in November 2009. The web site now states that applications for a July class will be accepted from November 1- February 28<sup>th</sup>. The clearly defined deadline for applications should help to inform applicants of their possible hire date. In the future, updates concerning status of classes will be posted to inform applicants about upcoming events. This

will also give prospective applicants a general timeline of when they may be considered for employment.

#### Detailed Description of Job Duties

The primary mission of the South Carolina Highway Patrol is to prevent traffic collisions, injuries and reduce fatalities through fair, reasonable and impartial enforcement of traffic laws. While, there are a limited number of specialized units within the patrol, it should be noted that the vast majority of troopers are assigned to enforcement duties and include collision investigation and DUI Detection. All entry level positions are enforcement trooper slots and a trooper must work a minimum of two years before being considered for any specialized units. Many applicants and especially those from northern states think of State Police as a full service law enforcement agency with specialized criminal investigators, detectives and crime scene investigators. The web site and job posting needs to be changed to inform all applicants about the primary duties of a South Carolina State Trooper and to also inform applicants that all new troopers are required to start out in a full time enforcement officer role.

#### Pay Scale

The pay scale was added to the on- line information packet in November 2009 and as a result applicants are now better informed that the starting pay is not negotiable. The job posting shows a salary range and many applicants would ask for more pay based on education or experience. This has eliminated some confusion on the part of applicants and they now know that all entry level troopers start at the same pay. The pay scale also shows an applicant the first five years of a trooper's career path and gives them an expectation of the minimum salary at the five year point of their career.



### Basic Training Requirements

The regional recruiters have helped to inform applicants about the challenges and rigorous expectations placed on trainees during the nineteen week basic training program. Applicants report to the academy for a tour of the facilities on the day of the initial written and PT testing. Still, many applicants do not have an understanding of the demands that will be placed on them during the basic program. A detailed video placed on the web site to inform applicants of the expectations could eliminate those applicants who do not have the desire or ability to perform under a para-military type disciplinary system.

### Regional Recruiter Contact Information

The SCHP employment site is currently being updated and will include the contact information of the regional recruiters and the areas that they cover. This will allow prospective applicants to contact a trooper from their area with questions about employment before the submission of an online application. The early contact between the prospective applicants and the recruiters will help the applicant decide if they should continue to pursue employment opportunities with the highway patrol. The early contact will also help the recruiter identify those applicants who have the aptitude, desire, character and motivation to be successful employees.

### Sample Supplemental Application

The supplemental application for commissioned law enforcement officers is eleven pages long and requires the applicant to submit detailed information about their educational and employment background as well as a listing of every address the applicant has lived during the past ten years. The supplemental application also requires that the applicant complete a drug use questionnaire. The applicants must disclose if they have ever used any of a list of ten illegal drugs and if they answer yes,

the applicant must disclose the date the drug was first used and the last time the drug was used. In addition to the drug questionnaire, the applicants are required to sign three separate releases that include;

- Permission to run a credit check
- Permission to run a criminal background check and talk to past employers
- Release that states the applicant will submit to a polygraph exam

Although these steps are mentioned on the employment web page, many applicants do not realize extensive and probative nature of the background investigation until they see the questions on the supplemental application. In an effort to fully inform prospective applicants about the contents of the supplemental application, a “read only” version of the supplement will be placed on the web site. This will allow applicants to view the application with the understanding that if they apply and pass the first review, they will be required to complete the supplement and all required releases to continue the employment process.

### **Conclusion**

Recent changes in our application and employment processes have resulted on a large increase of applications. The old method of gathering paper applications by mail has become obsolete within the Highway Patrol. The application and employment process must be constantly evaluated and assessed to ensure that we are attracting and employing a qualified and diverse workforce to meet the needs of our agency both now and in the future. Clearly, technology will play an important role in the recruitment and employment process and website development and improvement will result in a pool of applicants who are more informed about the challenges, expectations and benefits associated with a career as a South Carolina State Trooper.

The changes made to the application process been documented and a proposed date of implementation of additional website development are also noted. (See Appendix G) After assessing the data gathered during this project, changes have been made to our standard operating procedures to eliminate the letter of intent and to include the information packet on the website. Charts that illustrate the work flow before and after the changes are included (Appendix H and Appendix I.)

Information on the number of state applications received will be collected and the percentages of applicants who complete the supplemental will be evaluated to measure the effectiveness of the changes. The overall goal is to inform applicants early in the employment process of all expectations and to see an increase on the number of applicants who complete the supplemental application.

## Appendix A

### SCHP Trooper Applications Received

Table 1: State Applications Received -Pre- jobs.sc.gov web site.

January 1 –December 31, 2002	275
January1 –December 31, 2003	210
January 1- December 31, 2004	261
January 1- December 31, 2005	520
January 1- December 31, 2006	516
January 1- September 16, 2007	426

Table 2: State Applications Received – Via the jobs.sc.gov website.

September 17 –December 31 ,2007	505
January 1 –November 2, 2008 ( 10 months)	1689
February 1- August 1, 2009 ( 7 months)	1294

## Appendix B

### **SOUTH CAROLINA HIGHWAY PATROL APPLICANT DISQUALIFIERS**

You are applying for a position with the South Carolina Highway Patrol. It is the Policy of the South Carolina Highway Patrol to maintain an efficient and effective work force by selecting capable, qualified applicants through a fair, nondiscriminatory selection process. All elements of the selection process will be administered, scored, evaluated and interpreted in a uniform manner. The South Carolina Highway Patrol will evaluate any applicant who may have participated in, or committed any crime, or act in the **Automatic Disqualifiers** listed below. Please review each question in light of your particular life circumstances. If you answer yes to any of these questions, you should realize that you will be disqualified or delayed in the application process.

**This is for your information only – do not return this information sheet.**

#### **AUTOMATIC DISQUALIFIERS:**

- Under 21 years of age at the time when recruits report to Training Academy.
- Not a United States Citizen.
- No High School Diploma or G.E.D.
- Dishonorable Discharge from the military
- Convicted of any crime punishable by imprisonment in a federal or a state prison.
- Have been arrested for Driving Under the Influence of Alcohol and/or Drugs within the past 5 years.
- Any conviction of Criminal Domestic Violence
- Drivers License currently suspended or revoked or more than six points currently assessed against your license.
- A tattoo, brand or body art that can be seen while in uniform,( short sleeve shirt)
- Cannot meet minimum Vision and Hearing standards.
- Sold Marijuana or Controlled Substance.
- Any Felony Conviction (whether convicted as a juvenile or an Adult).
- Used and/or experimented with Marijuana within the past 2 years.
- Used and/or experimented with Steroids within the past 5 years
- Use and /or experimented with Controlled Substance within the past 10 years.
- An applicant has the right to appeal the established standards of the above substances. The appeal will be made in writing to the Deputy Director of his approval/ disapproval with the final approval/disapproval of the Director.

## Credit Standards

The credit history and financial conditions of all applicants will be reviewed.

During the completion of the Supplemental Application you will be required to provide written consent to a credit check. If any of disqualifiers listed below apply, you will not be permitted to continue with the employment process until the issues have been resolved:

- An unsatisfied judgment
- An unpaid State or Federal tax lien
- Accounts written off as bad debt with a remaining balance
- Accounts turned over to a collection agency with a remaining balance
- Voluntary or involuntary repossessions with a remaining balance
- A student loan in default
- An account with a payment 120 days past due with a remaining balance
- A foreclosure account with a remaining balance
- An account "included in bankruptcy" with a remaining balance

Applicants are sent a Fair Credit Reporting Act Letter and a copy of their credit report if any of the above appears on the report

## Benefits Package (Revised June 2, 2008)

Rank	Trooper Trainee	Trooper	Trooper First Class	Senior Trooper	Lance Corporal
Time	Patrol School	Graduation	1 ½ Years	2 ½ years	5 years
Salary	<b>29,910</b>	<b>31,154</b>	<b>34,269</b>	<b>37,695</b>	<b>39,579</b>

### Additional Benefits Include

- 15 Days Annual Leave
- 15 Days Sick leave
- 12 Paid Holidays
- State Health and Dental Insurance
- All equipment provided including uniforms
- Take home Patrol Car
- Eligible for State Retirement at 25 years of service or 55 years of age

## Training Requirements

The South Carolina Highway Patrol's Basic Training Program is intended to produce the best-trained and most highly qualified law enforcement officers to serve the state of South Carolina. In addition to ensuring that these troopers attain the highest degree of proficiency in basic law enforcement skills, the Highway Patrol also strives to instill in each trainee a virtuous character by emphasizing such traits as self-discipline, which permeates the trainee's existence throughout the training experience.

- Training conducted at the South Carolina Criminal Justice Academy
- Nineteen week training program
- Officers with SC Class One Certification complete a ten week program.
- Trainees must live at the academy during the week.
- Week-end leave during training
- Mandatory study period during evening hours.
- Training is G.I. Bill approved
- Eight Week Field Training Program after academy graduation.

## South Carolina Highway Patrol Pre- Employment Physical Fitness Test

**\*You must meet these standards during Step Three in the Employment Process**

### Males

Age	Sit-Ups- 1minute	Push-Ups 1-minute	1 ½ Run
21-29	30	22	14:00
30-39	26	18	15:00
40-44	22	14	16:00
45-49	18	12	17:00
50-54	14	9	18:00
55-62	10	6	19:00

### Females

Age	Sit-Ups- 1minute	Push-Ups 1-minute	1 ½ Run
21-29	26	8	16:00
30-39	22	7	17:00
40-44	18	6	18:00
45-49	14	5	19:00
50-54	10	4	20:00
55-62	6	3	21:00

# Steps in the Employment Process

You are applying to be considered for Basic 88 that is scheduled to begin in January 2010.

## **Step One - Completion of the Supplemental Application**

Applicants who live in South Carolina will receive a Supplemental Application Packet. When the packet is completed, a Regional Recruiter will meet with the applicant to provide information about the employment requirements. Applicants who reside out of state will mail the application packet back to the Employment Unit.

## **Step Two- Administrative Review**

Application will be reviewed for completeness and to ensure that no Automatic Disqualifiers exist

## **Step Three- Initial Testing**

These Physical Fitness and Written Examination are administered on the same day

### **Physical Fitness Test**

You must pass a physical fitness test consisting of push-ups, sit-ups, and a 1.5 mile run.

**Written Examination:** You will be required to pass a reading comprehension and vocabulary test.

## **Step Four - Polygraph Examination**

If you pass the written exam, you will be given a date to report for a polygraph examination.

## **Step Five - Background Investigation**

If you pass the above four phases, you will undergo a complete background investigation consisting of criminal and credit records, school records, military records, drivers license records, character references, personal references, interviewing neighbors and current and former employers.

## **Step Six- Review Board**

If you successfully pass all above phases you will be given a date to report before an Oral Review Board. The Board will consist of five members of the Patrol. The Board will recommend the top candidates for appointment to the next available patrol class to the Patrol Commander and DPS Director.

## **Step Seven - Medical/Psychological Screening**

If you are given a contingent offer of employment, you will be required to have a complete physical, drug test, eye exam, and Tuberculin skin test. You will also be required to take a written psychological test and to be interviewed by our psychologist. All results will be reviewed by our medical staff and must meet our standards.

## **Time Required for Completing the Employment Process**

The entire employment process takes from three to six months and will require that you make a minimum of four trips to Columbia. Out of state applications may require a longer period of time to process due to the background investigation phase.



## Appendix C

November 6, 2009

Highway Patrol Applicant:

Your initial state application has been received by our employment section. This information packet is being provided to give you detailed information about the benefits, qualifications, and training requirements involved in becoming a member of the South Carolina Highway Patrol.

Read each page **carefully** and do not apply thinking that a disqualifier will be overlooked. After reviewing the information, sign the declaration below and mail **this page only** back to:

South Carolina Highway Patrol  
Office of Employment  
Post Office Box 1993  
Blythewood, S.C. 29016

**I have read each page and I affirm that I do not have any Automatic Disqualifiers. I understand that a polygraph examination and an in-depth background investigation will be conducted to verify all issues related to current and past employment, drug use and criminal activity. Providing false information will result in rejection from the employment process.**

Print Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

\* Your application will be processed to compete for a position in SCHP Basic 89 that is tentatively scheduled to begin in July 2010.

Failure to reply within fifteen days of receipt of this letter will place your application in an inactive status.

Additional information about the employment process may be obtained by visiting our website at [www.schp.org](http://www.schp.org)

If there are any questions or concerns, please do not hesitate to contact Lieutenant \*\*\*\*\* (803) 896-\*\*\*or by e-mail at \*\*\*\*\*

Sincerely,

Colonel \*\*\*\*\*  
South Carolina Highway Patrol

## APPENDIX D

March 6, 2009

Ms. \*\*\*\*\*,

You have indicated that you read the list of Automatic Disqualifiers and that you meet the minimum requirements to be considered for employment. The next step in the employment process is completion of a Supplemental Application and the assignment of a Regional Recruiter.

Trooper \*\*\*\*\* from Charleston has been assigned as your Regional Recruiter. After completing the Supplemental Application, contact Trooper \*\*\*\*\* to schedule a meeting. During the meeting your recruiter will review your application and provide additional information about the employment process. Trooper \*\*\*\*\* can be contacted by telephone at (843) 953-\*\*\* or by e-mail at \*\*\*\*\*@schp.org.

Please complete the Supplemental Application and obtain the documents listed below before you meet with your recruiter.

**Your application will not be processed without these documents.**

1. A copy of your **High School Diploma or State GED Certificate**
2. A **certified copy of your college transcript(s)**, if you have attended or graduated from college.
3. A copy of your **DD214**, military discharge, if applicable (If you are still active duty, please attach a note to your application stating your discharge date. Please forward the DD214 copy when you receive it.)
4. A copy of your **birth certificate** (You must include a copy of your Certificate of Naturalization if you became a United States citizen through the naturalization process.)
5. A current, full-length (head to toe) photograph  
(Driver's license pictures are not acceptable.)
6. A **certified copy of your driving record(s)**- Available at DMV (Driving records must cover all states where a license was held over the past 5 years; South Carolina residents, please provide a 10-year certified driving record)

## **Appendix E**

### **Agency Specific Supplemental Questions**

1. The testing and selection process for this position takes from four (4) to six (6) months and applicants will be required to travel to Columbia, SC a minimum of four times at their own expense.  
Are you willing to make this type of commitment?
2. The employment screening process is designed to determine an applicant's suitability for a career in law enforcement. Applicants will be required to submit to an extensive background check to include; Credit Check, Criminal History, Driver's Record, History of Drug Use, and a Polygraph Examination. Would you be willing to give consent for these tests?
3. Applicants who are selected will be required to attend a nineteen (19) week training program. Training time is ten (10) weeks for an officer with a Class 1 Law Enforcement Certification in SC. While in training you will be required to live at the South Carolina Criminal Justice Academy during the week and will not be allowed to stay on the weekends.  
Are you willing to be away from home for this extended period?
4. The training curriculum is physically demanding and applicants are required to pass a pre-employment Physical Fitness test consisting of push-ups, sit-ups and a timed 1 1/2 mile run. During the basic training program you will be required to participate in daily physical training.  
Are you willing to participate in this type of physical exercise?

## APPENDIX F

### FREQUENTLY ASKED QUESTIONS

#### **1. What are the residence requirements for the Highway Patrol?**

*Your application will ask you if you are willing to accept employment anywhere in the state of South Carolina YES or NO. If you select YES, you will be placed in the areas of the state which have the highest need for troopers at the particular time in which you are applying. If you select NO, you will then be given a chance to list up to 5 counties in which you are willing to work. If there are openings in the counties which you listed and you are selected for employment you will be assigned to one of those counties. **IF YOU ARE SELECTED FOR EMPLOYMENT, WHETHER YOU CHOOSE YES OF NO, YOU MUST RESIDE WITHIN 30 MILES OF THE POST HEADQUARTERS THAT YOU ARE ASSIGNED TO.***

#### **2. What will life at the training academy be like?**

*Life at the academy will consist of 19 weeks of intense training which will be challenging physically, academically, and mentally. The academy is geared in a paramilitary setting with weekly academic testing and daily physical training. You attend the academy Sunday night until Friday afternoon, giving you the weekends off. (You will need to find housing on the weekends as the academy is closed from Friday afternoons, until Sunday night)*

#### **3. How long does the application process take?**

*On average the hiring process takes four to six months to complete.*

#### **4. Will my out of state law enforcement certification allow me to lateral in?**

*NO, out of state certifications are not recognized. South Carolina current class I certified officer certifications ARE recognized and those officers will only have to attend 9 weeks of the training academy.*

#### **5. If I do have a visible tattoo, can I have it removed and be hired?**

*YES, if you choose to have your tattoo medically removed, you must understand this will be done at your own expense. The tattoo must be fully removed prior to day one of the academy. The removal however, simply allows you to continue in the hiring process and does not necessarily guarantee you employment.*

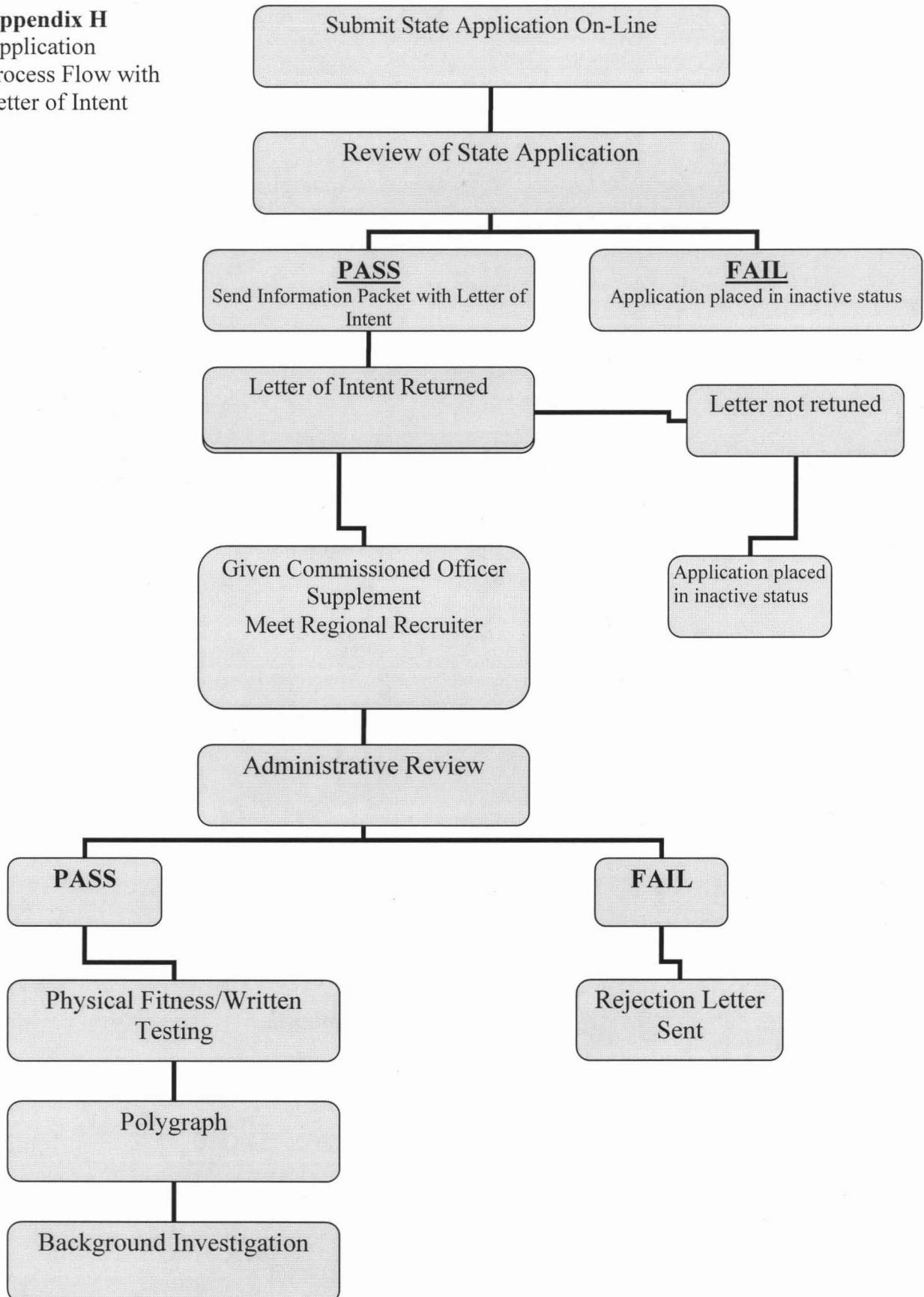
**6. Will my starting salary change based on my education achievements or prior certifications or experience?**

*No, all applicants start at the same pay regardless of education or training experience.  
The only exception is that South Carolina Certified Class One Officers start at 4% higher but do not receive the 4% raise at graduation.*

**Appendix G**  
**SCHP Application and Employment Process Changes**

<b>Process Change</b>	<b>Date Implemented / Proposed</b>
Applications accepted through jobs.sc.gov	September 2007
Supplemental application removed from SCHP web-site	November 2007
Regional Recruiters assigned to applicants	June 2008
Additional supplemental questions added to state application	November 2008
Information packet added to SCHP website	October 2009
Time period for open application period added to website	October 2009
Regional Recruiters contact information added to website	Proposed date – April 2010
Detailed information on employment process	Proposed date – April 2010

**Appendix H**  
Application  
Process Flow with  
Letter of Intent



**Appendix I**  
Application  
Process Flow with  
Web site Information  
Packet

